



**Northern Rural Training and
Employment Consortium (NoRTEC)**

.....

**NoRTEC Regional Planning Unit
DRAFT REGIONAL PLAN
MODIFICATION
2023-2024**

.....

Prepared for:

NoRTEC Workforce Development Board

February 2023



Table of Contents

Introduction	3
Regional Plan Modification Content.....	4
a. Analytical Overview of the Region	4
Workforce & Economic Analysis	5
Regional Indicators.....	20
b. Fostering Demand-Driven Skills Attainment	22
Regional Sector Pathways.....	22
c. Enabling Upward Mobility for All Californians.....	26
High Road Workforce System	26
Equity and Economic Justice	31
d. Aligning, Coordinating, & Integrating Programs & Services.....	32
System Alignment	32
Appendices	35
A. Stakeholder & Community Engagement Summary	35
B. Public Comments Received that Disagree with the Regional Plan	37
C. Signature Page	38



Introduction

This Regional Plan Modification is being submitted on behalf of the North State Regional Planning Unit. This RPU consists of one local board – the Northern Rural Training and Employment Consortium (NoRTEC) – which serves the 11-county region of Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Sierra, Shasta, Siskiyou, Tehama, and Trinity Counties.

NoRTEC’s mission is to develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of the region. As part of that mission, one of NoRTEC’s goals is to promote open communication among local and regional workforce partners to create a shared vision and regional strategy. Cultivating a network of partners and promoting aligned and collaborative efforts is critical for success, especially because of the large geographic area and diversity of the NoRTEC region.

The two-year regional plan modification, as required under WIOA (29 US Code 3123), is organized in accordance with requirements outlined in the Employment Development Department’s (EDD) Workforce Services Directive 22-05.

To fulfill the requirements of the directive, NoRTEC hosted multiple stakeholder discussion sessions as well as listening sessions. Invitees included organizations listed in the State’s Directory of Planning Partners as well as additional local organizations across the eleven counties. In addition to personalized email outreach and invitations, session announcements were publicized on social media channels and posted on the NoRTEC website. Please see the appendix for a complete list of invitees, meeting dates and other documentation related to community engagement.

NoRTEC and its partners continue to promote collaborative efforts among our organizations and communities to ensure equality of opportunity, practices, systems, and policies. We look forward to continuing to innovate to meet the needs of businesses and jobseekers as well as promote the equitable economic growth of our region.



Regional Plan Content

This Regional Plan Modification is developed as a two-year update to the [2021-2024 NoRTEC Regional Plan](#). It includes an update of regional workforce and economic data and describes how the RPU intentionally builds around industry sector engagement and coordinates outcomes among partners to expand on-ramps to career pathways for individuals who experience barriers to employment.

Analytical Overview of the Region

After the past two years of COVID-19 and various natural disasters, the regional economy continues to shift. While unemployment rates have declined since their peak in 2020, rates of return to work, workforce participation, and earnings for some industries and individuals have not recovered as quickly. In order to understand the impacts of the recent pandemic and ongoing natural disasters, NoRTEC regularly refreshes information on priority sectors and in-demand occupations to reflect changes in the local labor market and economic conditions.

NoRTEC invests in labor market information for the region by producing regional labor market reports, quarterly regional occupational outlooks, county labor market reports, and the Regional Labor Market Database. The data is shared with partners throughout the region to assist in identifying needs, priorities, and service strategies. The region utilizes data from EDD, Bureau of Labor Statistics, employer engagement, [Lightcast](#) and Dun & Bradstreet and tools like Tableau and Econovue. In addition, NoRTEC works closely with economic development partners such as Dr. Robert Eyler of Sonoma State University, the Center for Economic Development at California State University Chico and the Community Colleges North/Far North Center of Excellence.

NoRTEC utilizes Tableau to publish current Regional Labor Market Database on NoRTEC's website and has created a public NoRTEC Tableau site for regional labor market career pathway data that can be filtered by county. The interactive tool grants users access to data on changes in jobs by industry, projected job growth by industry, employment levels by occupation, high-demand occupations, projected job growth, population trends, and demographics by race and education. Partners throughout the region utilize the website to filter data according to their needs.

The region provides Dun & Bradstreet data to partners on a regular basis through the EconoVue platform. The data helps partners and Business Service Representatives (BSRs) identify and target at risk businesses for outreach that may need benefit from services. This tool is used to assist with identifying industries impacted by closures, minority, and female owned businesses, and most currently for assisting counties that have experienced natural disasters such as wildfires and drought. In addition, this data is used to monitor business health with respect to pandemic recovery.

The following analysis provides an update of the economic conditions and trends in the region and provides an analysis of the current workforce.



Workforce & Economic Analysis – Changing Economic Landscape

Current Employment and Unemployment NoRTEC Data

The average number of people employed in the NoRTEC region in 2021 was 269,136, a 1.78% increase from 2020. Employment peaked in 2018 at 288,095 and declined the following year by 4,405 or 1.52% then took a devastating dip during the height of the COVID-19 pandemic (264,420).

The average unemployment rate in 2021 across the NoRTEC region was 6.3%, down two percentage points from the previous year. As the region rebounds physically and economically from the COVID-19 pandemic, the unemployment rate in each of the counties will continue to recover. Shasta County, for example, had the highest unemployment rate of any county in the NoRTEC region during the pandemic at 11.1% in 2020. In 2021, that rate has fallen to 9.5%.

A unique and devastating factor contributing to unemployment rates at the county level are natural disasters such as the Camp, August and North Complex, Carr and Dixie Fires and the devastating winter storms that impacted Del Norte, Modoc, Shasta, and Trinity counties. The fires and winter storms resulted in strains on housing and public services. Impacted areas are also experiencing out migration as individuals leave the area increasing the challenges of having an adequate workforce necessary for clean-up, repair, and rebuilding efforts.

The onset of the COVID-19 pandemic in early 2020 also greatly impacted the region. Businesses closed and unemployment soared during shelter-in-place orders. Employers deemed essential required additional health and safety protocols for workers. Schools closed in person learning resulting in challenges for working parents, especially women.

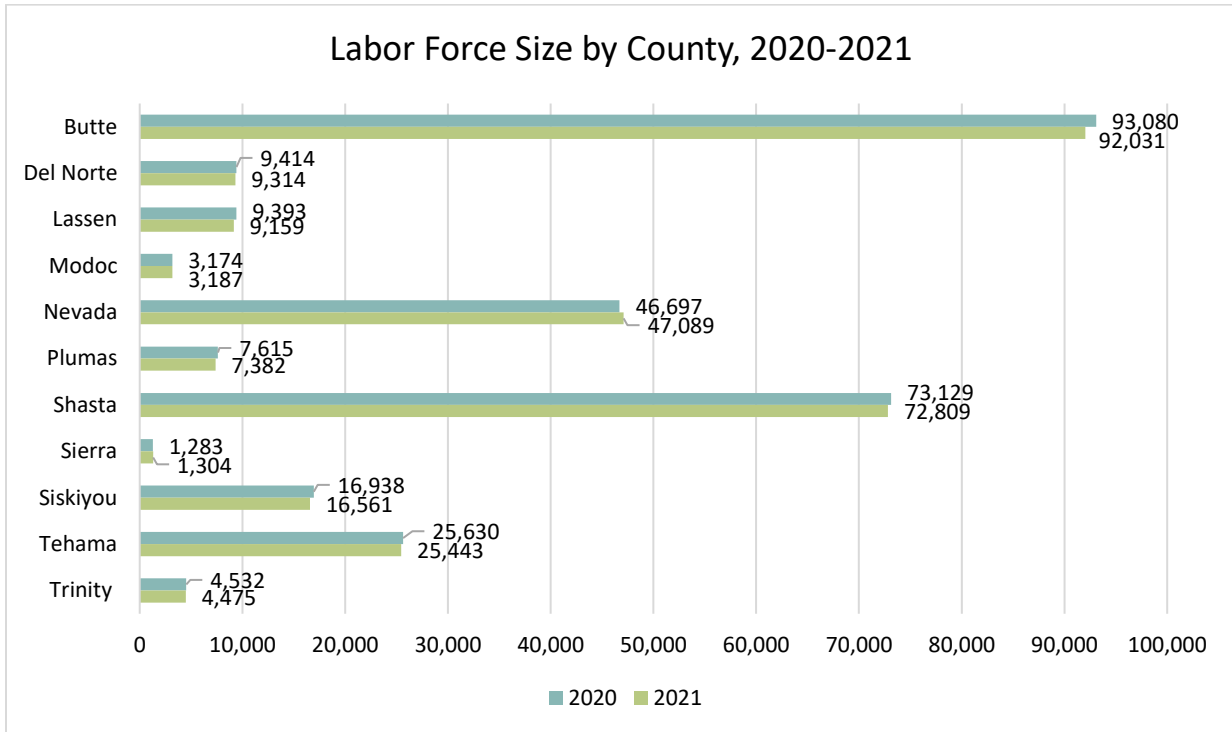
Unemployment Rate for the NoRTEC Region, 2016-2021						
	2016	2017	2018	2019	2020	2021
Butte	6.7%	5.8%	5.1%	5.0%	9.1%	6.8%
Del Norte	6.6%	5.8%	5.1%	5.2%	9.4%	6.9%
Lassen	7.5%	6.5%	5.8%	5.9%	9.7%	7.6%
Modoc	7.0%	5.5%	4.9%	4.7%	7.4%	5.9%
Nevada	7.8%	8.8%	7.6%	7.2%	8.9%	7.1%
Plumas	4.8%	4.1%	3.5%	3.4%	8.2%	5.6%
Shasta	9.8%	8.9%	7.6%	7.8%	11.1%	9.5%
Sierra	7.0%	5.8%	5.0%	4.8%	9.0%	6.8%
Siskiyou	7.6%	6.6%	6.1%	5.4%	8.3%	6.0%
Tehama	8.5%	7.3%	6.8%	6.6%	10.1%	8.1%
Trinity	7.1%	6.4%	5.8%	5.7%	9.2%	7.2%
NoRTEC	7.1%	6.2%	5.8%	5.6%	8.3%	6.3%
California	5.5%	4.8%	4.3%	4.1%	10.3%	7.4%
U.S.A	4.9%	4.4%	3.9%	3.7%	8.1%	5.4%

Source: U.S. Bureau of Labor Statistics

The labor force size in most of the counties in the region followed trends of slow declines. Counties that bucked that trend include Modoc County, Nevada County, and Sierra County. Combined, these counties make up 17.86% of the NoRTEC regional labor force. Butte County experienced the greatest decline in

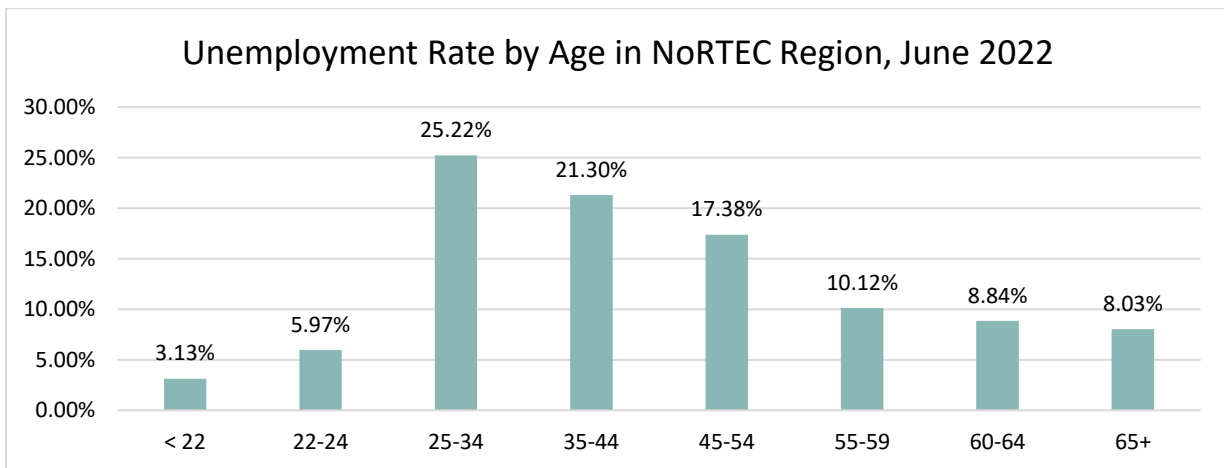


labor force (-1,049), representing nearly half of the region's labor force decline from 2021-2020. The labor force participation rate in NoRTEC in 2021 was 41.64%, a slight increase from 2020 (41.56%).



Source: U.S. Bureau of Labor Statistics

As of June 2022, individuals between the ages of 25-34 faced the highest unemployment rate (25.22%), followed by 35-44 (21.30%). Combined, these age groups represent a significant portion of the labor force, particularly in terms of the talent pipeline¹.

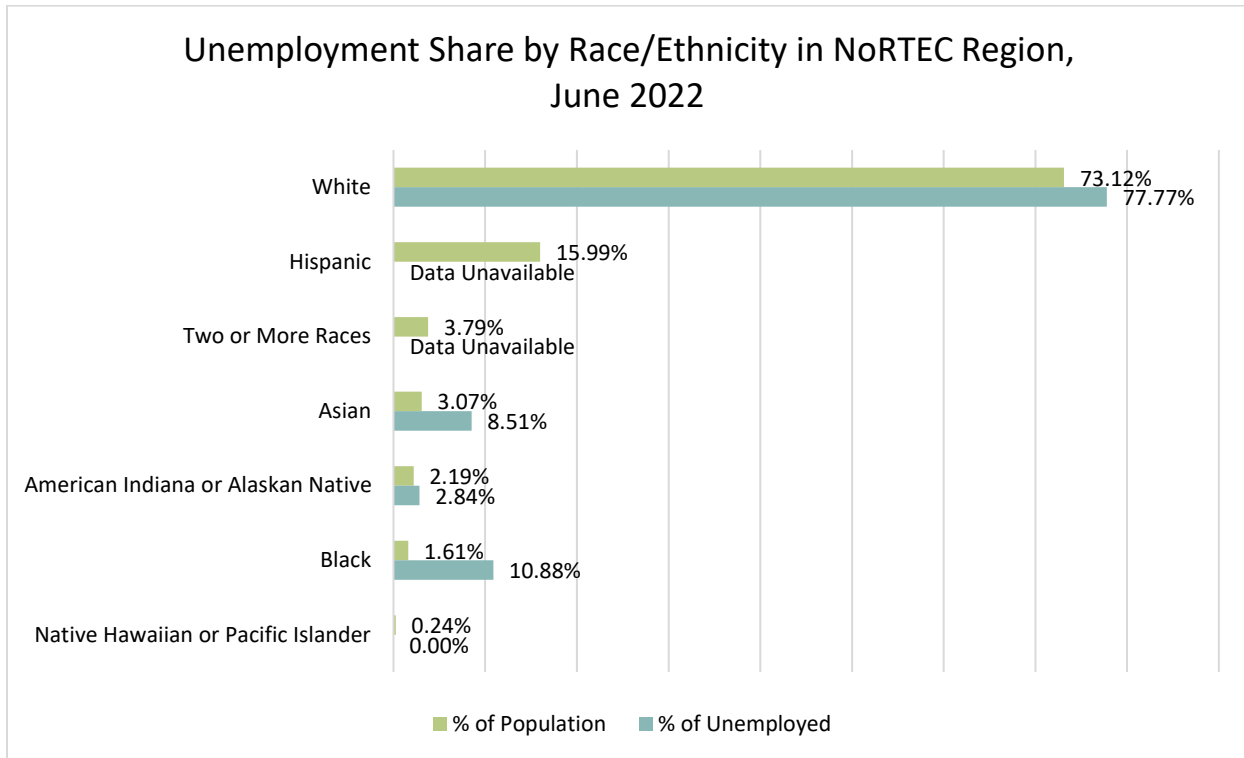


Source: Lightcast 2022.4; QCEW Employees, Non-QCEW Employees, and Self-Employed

¹ <22 includes adults age 18-22. This figure would not include teenagers working part-time in the labor force.



Compared to the percent of total population share, each of the populations have a higher percentage share of unemployed than total population. This data is contingent on how the dislocated worker decides to self-identify their race/ethnicity when filing for unemployment insurance. For example, data did not capture any individuals who identify as Hispanic or two or more races for June 2022's unemployment rate.



Source: Lightcast 2022.4; QCEW Employees, Non-QCEW Employees, and Self-Employed

NoRTEC is committed to delivering an equitable workforce ecosystem that centers on racial equity by focusing on Black, Indigenous, People of Color (BIPOC) workers, immigrant and refugee communities, and those disproportionately impacted in the current economic recession. With the movement for racial justice over the last few years, NoRTEC has increased efforts to improve the quality of jobs historically occupied by low income workers and ensure diverse members of the labor force are placed in jobs offer living wages and benefits, the opportunity for advancement, and safe workplaces.

Actions to accomplish this include engaging with minority-serving community organizations to inform individuals of career opportunities, providing services to non-English speaking individuals and supporting employers with diversifying their workforce across all skill levels, and more.

Current Educational and Skill Levels

Across the NoRTEC region, more than one fourth of individuals have some college (29.6%), and slightly less than one fourth have attained a high school diploma (24.9%).

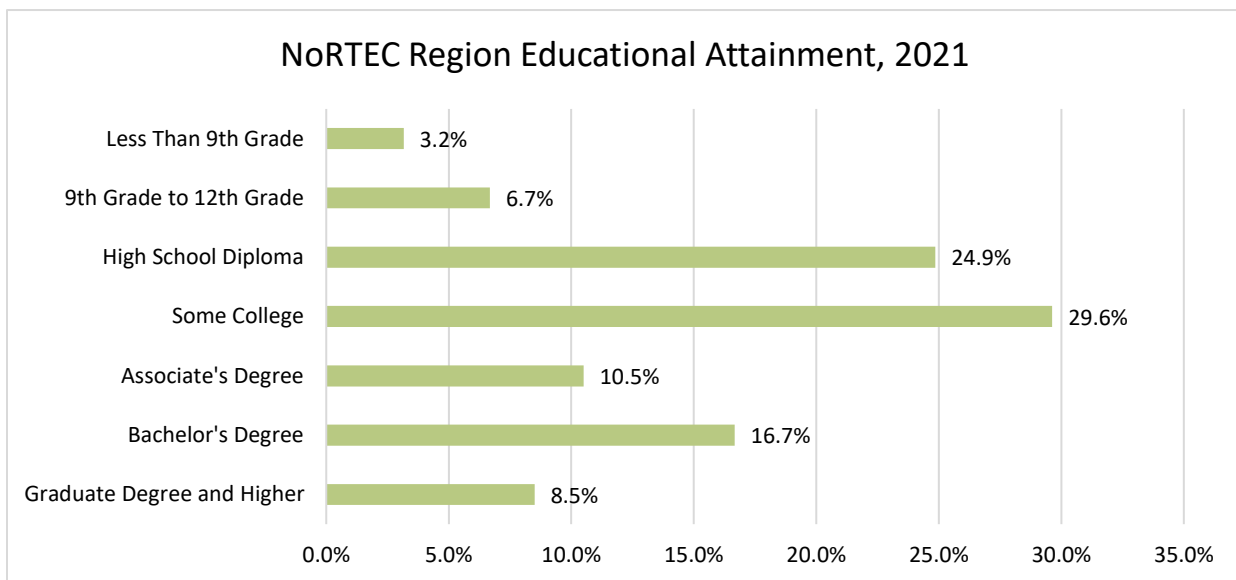
The recent fires and on-going pandemic have resulted in school closures which have impacted in-person learning. The shift to distance learning included:



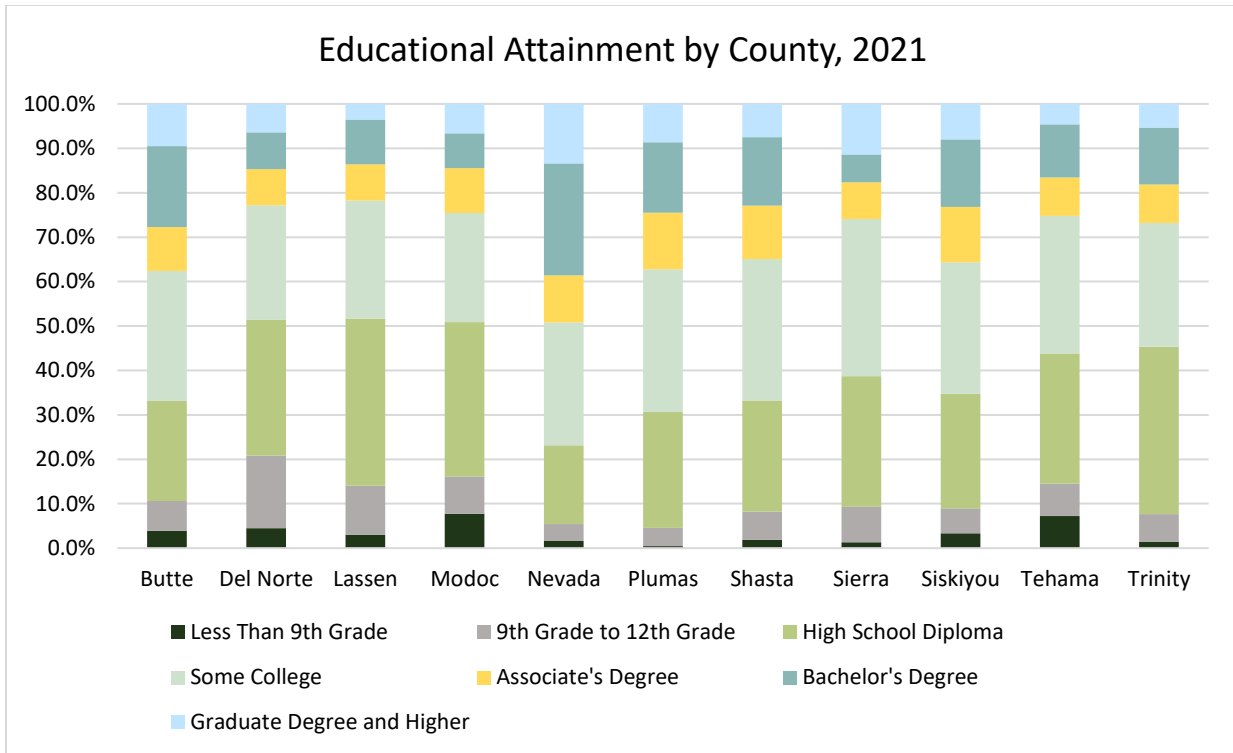
- Interaction, instructions, and check-ins between teachers and pupils through the use of a computer or other communications technology.
- Video or audio instruction in which the primary mode of communication between the pupil and certified employee is online interaction, instructional television, video, telecourses, or other instruction that relies on computer or communications technology.
- The use of print, video, and audio materials incorporating assignments that are the subject of written or oral feedback.

The region increased engagement and coordination with partners using technology to share information and coordinate activities. As a result, schools, partners, and employers have adopted technology at more frequent rate than pre-pandemic.

Note: it is too soon to assess the educational outcomes impacted by the pandemic and natural disasters, but NoRTEC and its workforce ecosystem partners will monitor metrics and coordinate efforts to remedy any negative impact.



Source: Lightcast, 2022.3



Source: Lightcast, 2022.3

NoRTEC continues to collect occupational data each quarter to assess in-demand skills and occupations within each of its targeted sectors. Sector strategies help low income adults and people of color obtain quality, living wage jobs in targeted sectors and occupations; engage employers and unions as partners in the effort; and create systemic change within the targeted sector’s and occupation’s labor market.

The tables in the following section identify the educational level of each sector’s posted jobs, top specialized skills of job posting in those sectors, and the breakdown by age of workers in the sector. This data provides an overview of the needs of employers in the region, especially as some sectors face an aging workforce where the availability of new and emerging skills is limited. NoRTEC is working with regional training partners and employers to identify those skills and develop strategies for training incumbent and new workers.



AGRICULTURE

With individuals 45 years and older, the agriculture sector has the largest workforce of any sector in the NoRTEC region. The top posted specialized skills for this sector vary across industry-specific skills but it is worth noting that 48% of posted jobs (when the education level is included in the posting) required a four-year degree or beyond. It can be inferred that specialized training or skills will be needed in the future for the region’s agriculture workforce, especially as technology becomes more prevalent in agriculture.

Sector Workers by Age	Educational Level of Sector’s Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (2.2%) • 19-24 yrs. (7.4%) • 25-34 yrs. (20.1%) • 35-44 yrs. (20.1%) • 45-54 yrs. (19.3%) • 55-64 yrs. (18.9%) • 65+ yrs. (12.0%) 	<ul style="list-style-type: none"> • No Education Listed (61%) • High School or GED (19%) • Associate Degree (1%) • Bachelor’s Degree (20%) • Master’s Degree (17%) • Ph.D. or Professional Degree (11%) 	<ul style="list-style-type: none"> • Forestry (28%) • Agriculture (25%) • Biology (17%) • Rangeland Mngt. (14%) • Fire Suppression Systems (13%) • Soil Science (12%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)

CONSTRUCTION

The construction industry has one of the highest percentage of workers between the ages of 25-34 years among priority industries in the NoRTEC region. The identified specialized skills in job postings (hand tools, power tool operation, inventory management, etc.) do not require extensive training or education, which explains why most of these jobs require a high school degree or GED with some work-based learning.

Sector Workers by Age	Educational Level of Sector’s Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (1.3%) • 19-24 yrs. (9.4%) • 25-34 yrs. (22.5%) • 35-44 yrs. (25.8%) • 45-54 yrs. (18.9%) • 55-64 yrs. (15.1%) • 65+ yrs. (7.0%) 	<ul style="list-style-type: none"> • No Education Listed (51%) • High School or GED (37%) • Associate Degree (3%) • Bachelor’s Degree (12%) • Master’s Degree (4%) • Ph.D. or Professional Degree (1%) 	<ul style="list-style-type: none"> • Construction (10%) • Hand Tools (4%) • HVAC (3%) • Power Tool Operation (3%) • Inventory Management (3%) • Carpentry (3%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)



HEALTHCARE

The healthcare sector’s workforce varies almost evenly among each listed age cohort between 25-64. The top specialized, or technical skills most frequently listed in regional job postings by employers include nursing (29% of postings) and CPR (15% of postings). Specialized skills in healthcare that are becoming more prominent in the region include physical therapy, rehabilitation, home health care, and occupational therapy – a reflection of the aging population.

Sector Workers by Age	Educational Level of Sector’s Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (0.6%) • 19-24 yrs. (7.6%) • 25-34 yrs. (21.9%) • 35-44 yrs. (22.7%) • 45-54 yrs. (19.3%) • 55-64 yrs. (18.9%) • 65+ yrs. (9.0%) 	<ul style="list-style-type: none"> • No Education Listed (48%) • High School or GED (26%) • Associate Degree (14%) • Bachelor’s Degree (19%) • Master’s Degree (5%) • Ph.D. or Professional Degree (2%) 	<ul style="list-style-type: none"> • Nursing (29%) • CPR (15%) • Caregiving (11%) • Medical Terminology (10%) • Nursing Care (8%) • Acute Care (8%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)

HOSPITALITY

The hospitality industry has the least number of workers ages 45 and older. Most of its workforce is young, between the ages of 19-34. The hospitality industry does not require extensive educational attainment as most jobs posted require at least a high school diploma or GED. Aside from the top specialized skills listed in the table below, regional employers also seek talent with basic skills, such as money exchange, client communication, customer services, etc. Workers can leverage the soft skills obtained in the hospitality industry to pursue career pathways in high wage, technical jobs. NoRTEC is exploring opportunities to develop career pathways for the hospitality industry.

Sector Workers by Age	Educational Level of Sector’s Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (10.8%) • 19-24 yrs. (21.1%) • 25-34 yrs. (22.2%) • 35-44 yrs. (17.5%) • 45-54 yrs. (12.3%) • 55-64 yrs. (10.0%) • 65+ yrs. (6.2%) 	<ul style="list-style-type: none"> • No Education Listed (64%) • High School or GED (29%) • Associate Degree (7%) • Bachelor’s Degree (7%) • Master’s Degree (1%) • Ph.D. or Professional Degree (<1%) 	<ul style="list-style-type: none"> • Restaurant Operation (17%) • Safety Training (14%) • Housekeeping (9%) • Cash Handling (6%) • Food Safety & Sanitation (6%) • Food Services (6%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)



INFORMATION TECHNOLOGY & DIGITAL MEDIA

The information technology and digital media industry encompasses careers such as software developer, broadcast technician, marketing/advertising occupations, and more. The posted educational requirements for jobs (as listed by employers) typically range from a high school diploma or GED to a four-year degree. The majority of workers in this industry are between the ages of 35-54.

Sector Workers by Age	Educational Level of Sector's Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (0.5%) • 19-24 yrs. (5.7%) • 25-34 yrs. (23.4%) • 35-44 yrs. (23.9%) • 45-54 yrs. (19.8%) • 55-64 yrs. (17.9%) • 65+ yrs. (8.6%) 	<ul style="list-style-type: none"> • No Education Listed (51%) • High School or GED (29%) • Associate Degree (5%) • Bachelor's Degree (19%) • Master's Degree (4%) • Ph. D. or Professional Degree (1%) 	<ul style="list-style-type: none"> • Marketing (13%) • Brand Awareness (8%) • Telecommunications (4%) • Broadband (4%) • Virtual Classroom (4%) • Wireless Sales (3%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)

MANUFACTURING

Just under half of the manufacturing workforce in the NoRTEC region is 45 years and older. Although most of the top specialized skills posted by employers do not require extensive education beyond high school, it is worth noting that 36% of job postings require a two-year degree or beyond. NoRTEC is following national trends within the manufacturing industry, shifting towards Industry 4.0 which incorporates automation and cobots². NoRTEC will continue to work with regional manufacturers and training providers to assess production flow and ways smart technology can be integrated along with a skilled workforce.

Sector Workers by Age	Educational Level of Sector's Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (0.7%) • 19-24 yrs. (7.2%) • 25-34 yrs. (20.7%) • 35-44 yrs. (23.0%) • 45-54 yrs. (20.9%) • 55-64 yrs. (20.6%) • 65+ yrs. (6.9%) 	<ul style="list-style-type: none"> • No Education Listed (49%) • High School or GED (27%) • Associate Degree (6%) • Bachelor's Degree (22%) • Master's Degree (6%) • Ph.D. or Professional Degree (2%) 	<ul style="list-style-type: none"> • Warehousing (8%) • Forklift Truck (6%) • Hand Tools (5%) • New Product Development (4%) • Workflow Management (3%) • Machinery (3%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)

² For more information: <https://www.ibm.com/topics/industry-4-0>



PROFESSIONAL SERVICES

Professional Services job postings were the least likely to include educational level requirements. Of those that did include the education level requirements, 16% required a high school diploma or GED. Only 18% required a two-year degree or beyond. Financial skills were the most common type of specialized skills in job postings (e.g., loans, accounting, auditing, etc.).

Sector Workers by Age	Educational Level of Sector's Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (1.1%) • 19-24 yrs. (7.9%) • 25-34 yrs. (22.3%) • 35-44 yrs. (23.9%) • 45-54 yrs. (19.0%) • 55-64 yrs. (17.6%) • 65+ yrs. (8.2%) 	<ul style="list-style-type: none"> • No Education Listed (73%) • High School or GED (16%) • Associate Degree (5%) • Bachelor's Degree (9%) • Master's Degree (2%) • Ph.D. or Professional Degree (2%) 	<ul style="list-style-type: none"> • Loans (5%) • Accounting (4%) • Auditing (3%) • Financial Services (3%) • Marketing (2%) • Selling Techniques (2%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)

PUBLIC SERVICES

The NoRTEC region has an older workforce in the public services industry. Nearly 48% of the industry's workforce is 45 years and older. A quarter of the workforce is 55 years and older. The region will need to continue developing talent to backfill jobs as this industry's workforce enters retirement age. The educational level of posted jobs by employers requires more specialized training, that is, a four-year degree or beyond. The region will need to continue partnerships with four-year universities to ensure skills and training are available to fill in-demand jobs within the public services sector.

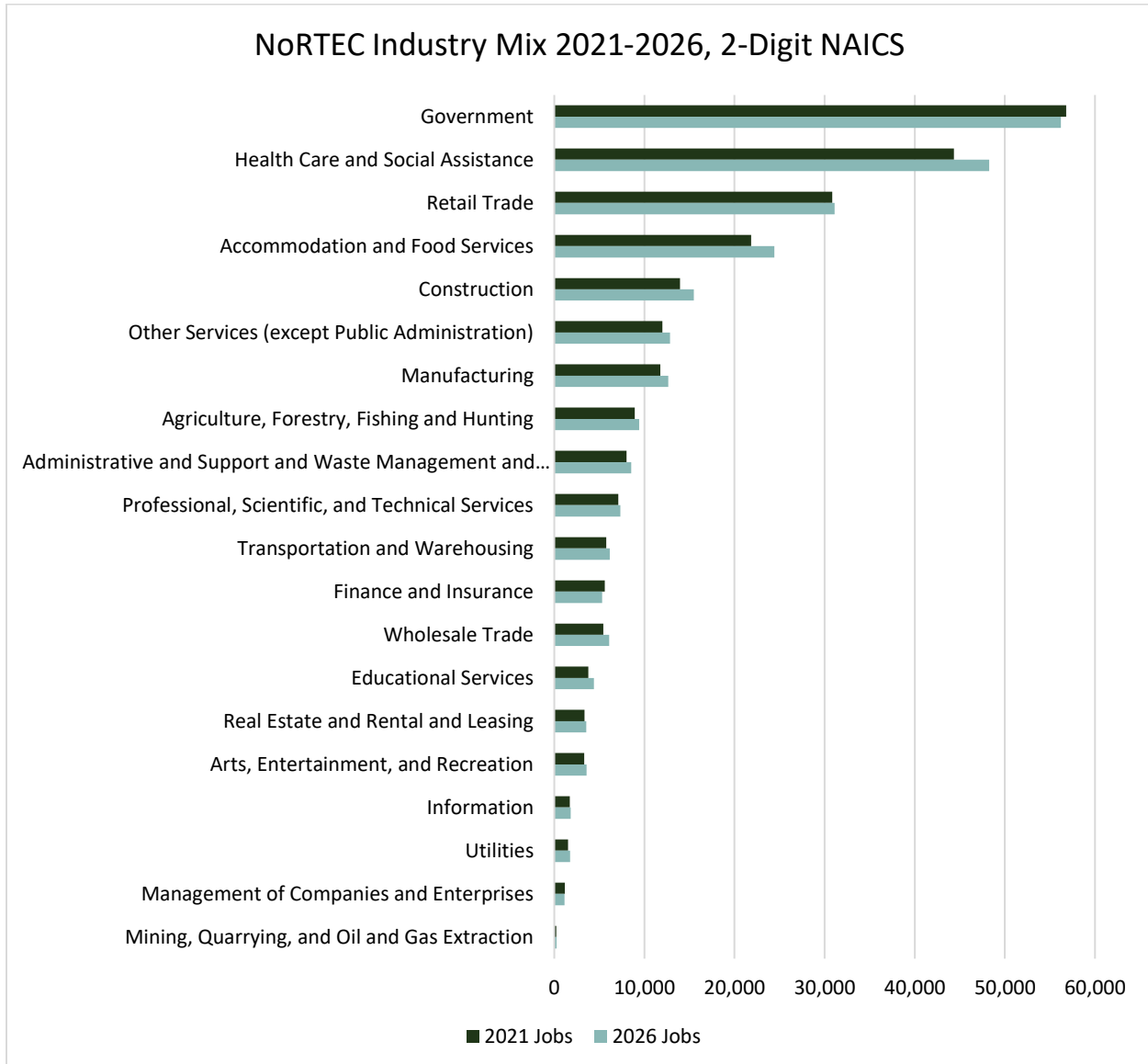
Sector Workers by Age	Educational Level of Sector's Posted Jobs (Sept. 2021 – Sept. 2022)	Top Specialized Skills of Job Postings in Sector (Sept. 2021- Sept. 2022)
<ul style="list-style-type: none"> • 14-18 yrs. (0.7%) • 19-24 yrs. (7.2%) • 25-34 yrs. (21.7%) • 35-44 yrs. (22.6%) • 45-54 yrs. (22.7%) • 55-64 yrs. (18.9%) • 65+ yrs. (6.2%) 	<ul style="list-style-type: none"> • No Education Listed (66%) • High School or GED (9%) • Associate Degree (8%) • Bachelor's Degree (20%) • Master's Degree (8%) • Ph.D. or Professional Degree (6%) 	<ul style="list-style-type: none"> • Community Reintegration (12%) • Restorative Justice (12%) • Criminal Corrections (11%) • Social Work (9%) • Law Enforcement (7%) • Public Administration (5%)

Source: Lightcast, 2022.3 (Industry Snapshot; Job Posting Analytics)



Industries and Occupations with Emerging Demand

In 2021, the top industries in the NoRTEC region included Government (56,813 jobs); Health Care and Social Assistance (44,342 jobs); Retail Trade (30,835 jobs); Accommodation and Food Services (21,855 jobs); and Construction (13,952 jobs).



Source: Lightcast 2022.3

Job Change, Earnings, and Location Quotient (LQ)

Average annual earnings for industries in the NoRTEC region range from \$28,997 for Accommodation and Food Services to \$202,675 for Utilities. Increases in average annual earnings was experienced by all industries in the region since the plan's initial creation (2020).

Health Care and Social Assistance, which is still projected to add the most jobs over the next five years, has an average earning of \$63,795. In 2020, Construction was projected the add the second most jobs over the next five years but now is projected to add the third most (1,535 jobs). Accommodation and



Food Services is now projected to add the second most jobs over the next five years (2,571) which may be an example of the region recovering from the pandemic. This sector was largely impacted by workers exiting the workforce or seeking careers in other sectors that did not pose as great a risk of COVID-19 exposure. Informed by health precautions and vaccines, workers may be feeling more comfortable returning to the sector.

Agriculture, Forestry, Fishing, and Hunting continues to have the highest LQ (3.72). Industry LQ provides a measure of how “concentrated” an industry is in a region compared to the nation, with a measure of 1.00 indicating the same concentration as the nation. In this analysis, LQs greater than 1.25 are considered to be the threshold for identifying an industry as relatively strong for the county’s economic base. Sectors³ with an LQ greater than 1.25 include Utilities (1.72); Government (1.46); and Health Care and Social Assistance (1.35).

Description	2021 Jobs	Job Change (2021-2026)		Avg. Earnings Per Job	2021 LQ
Government	56,813	(580)	(1%)	\$86,580	1.46
Health Care and Social Assistance	44,342	3,913	9%	\$63,795	1.35
Retail Trade	30,835	259	1%	\$46,841	1.23
Accommodation and Food Services	21,855	2,571	12%	\$28,997	1.10
Construction	13,952	1,535	11%	\$77,406	1.13
Other Services (except Public Administration)	11,981	861	7%	\$36,404	1.11
Manufacturing	11,782	859	7%	\$74,467	0.59
Agriculture, Forestry, Fishing and Hunting	8,916	499	6%	\$67,899	3.72
Administrative and Support and Waste Management and Remediation Services	8,002	543	7%	\$52,987	0.54
Professional, Scientific, and Technical Services	7,117	207	3%	\$74,577	0.44
Transportation and Warehousing	5,783	378	7%	\$70,469	0.57
Finance and Insurance	5,603	(296)	(5%)	\$94,869	0.52
Wholesale Trade	5,443	665	12%	\$75,087	0.59
Educational Services	3,766	640	17%	\$40,265	0.58
Real Estate and Rental and Leasing	3,363	174	5%	\$62,375	0.90
Arts, Entertainment, and Recreation	3,332	261	8%	\$34,569	1.02
Information	1,731	89	5%	\$72,666	0.37
Utilities	1,524	244	16%	\$202,675	1.72
Management of Companies and Enterprises	1,155	(22)	(2%)	\$116,845	0.30
Mining, Quarrying, and Oil and Gas Extraction	226	26	11%	\$104,129	0.27

Source: Lightcast 2022.3

Top 20 NAICS Code Jobs Data

The top 20 national industries (6-digit NAICS) in the NoRTEC region are listed in the table below. The top national industries in the region in 2021 include Local Government, Excluding Education and Hospitals

³ 2-Digit NAICS is called sector, 3-digit is subsector, 4-digit Industry Group, 5-digit NAICS Industry, 6-digit National Industry: <https://www.census.gov/programs-surveys/economic-census/year/2022/guidance/understanding-naics.html>



(18,637 jobs); Elementary and Secondary Schools (Local Government) (15,242 jobs); General Medical and Surgical Hospitals (11,589 jobs); Services for the Elderly and Persons with Disabilities (10,992 jobs); and State Government, Excluding Education and Hospitals (8,022 jobs). In 2020, Full-Service Restaurants was among the top national industries with 8,457 jobs but in 2021, it decreased to 7,019 jobs – a 17% decline.

Each of these national industries have experienced job decline over the last five years, with the exception of General Medical and Surgical Hospitals (+600 jobs) and State Government, excluding Education and Hospitals (+39 jobs). However, over the next five years, each of the national industries are projected to have job growth except Elementary and Secondary Schools (Local Government) (-788 jobs). The continual job decline in this national industry poses a challenge for the NoRTEC region as it focuses on strategies to develop and attract talent to fill the demand.

National industries that are more concentrated in the NoRTEC region compared to the nation (LQ above 1.25) include Crop Production (4.27); Services for the Elderly and Persons with Disabilities (3.20); Colleges, Universities, and Professional Schools (Local Government) (3.02); State Government, Excluding Education and Hospitals (2.21); Local Government, Excluding Education and Hospitals (2.07); Snack and Nonalcoholic Beverage Bars (2.06); Supermarkets and Other Grocery (except Convenience) Stores (1.52); General Medical and Surgical Hospitals (1.50); Elementary and Secondary Schools (Local Government) (1.35); Federal Government, Civilian, Excluding Postal Service (1.29); and Hotels (except Casino Hotels) and Motels (1.26).

In shift share analysis, competitive effect (CE) is the portion of regional growth that cannot be explained by either overall national growth or industry/occupation-specific trends. Rather, competitive effect is the growth or decline of a sector that is unique to the NoRTEC region. National industries with the largest positive CE include Hotels (except Casino Hotels) and Motels (+955 jobs); State Government, Excluding Education and Hospitals (+442 jobs); Supermarkets and Other Grocery (except Convenience) Stores (+344 jobs); and General Medical and Surgical Hospitals (+330 jobs).

National industries with the largest negative CE include Elementary and Secondary Schools (Local Government) (-1,036 jobs); Services for the Elderly and Persons with Disabilities (-838 jobs); Full-Service Restaurants (-543 jobs); and Offices of Physicians (except Mental Health Specialists) (-484 jobs).

Description	2021 Jobs	Job Change (2016-2021)	Job Change (2021-2026)	Avg. Earnings Per Job	2021 LQ	CE		
Local Government, Excluding Education and Hospitals	18,637	(268)	(1%)	324	2%	\$91,593	2.07	7
Elementary and Secondary Schools (Local Government)	15,242	(1,624)	(10%)	(788)	(5%)	\$77,447	1.35	(1,036)
General Medical and Surgical Hospitals	11,589	600	5%	760	7%	\$99,905	1.50	330
Services for the Elderly and Persons with Disabilities	10,992	(338)	(3%)	1,888	17%	\$21,132	3.20	(838)
State Government, Excluding Education and Hospitals	8,022	39	0%	293	4%	\$98,942	2.21	442
Limited-Service Restaurants	7,528	(14)	(<1%)	341	5%	\$26,413	1.07	(100)



Description	2021 Jobs	Job Change (2016-2021)		Job Change (2021-2026)		Avg. Earnings Per Job	2021 LQ	CE
Full-Service Restaurants	7,019	(1,144)	(14%)	(9)	(<1%)	\$30,699	0.93	(543)
Supermarkets and Other Grocery (except Convenience) Stores	6,374	628	11%	166	3%	\$43,459	1.52	334
Federal Government, Civilian, Excluding Postal Service	4,995	(271)	(5%)	(59)	(1%)	\$110,429	1.29	(119)
Crop Production	4,066	(661)	(14%)	(34)	(1%)	\$61,098	4.27	(193)
Offices of Physicians (except Mental Health Specialists)	3,861	(638)	(14%)	(258)	(7%)	\$115,103	0.89	(484)
Colleges, Universities, and Professional Schools (State Government)	3,018	(388)	(11%)	(90)	(3%)	\$76,231	0.73	(146)
Colleges, Universities, and Professional Schools (Local Government)	2,998	(528)	(15%)	(174)	(6%)	\$52,971	3.02	(115)
Nursing Care Facilities (Skilled Nursing Facilities)	2,771	(525)	(16%)	46	2%	\$54,556	1.23	162
Snack and Nonalcoholic Beverage Bars	2,766	620	29%	687	25%	\$25,545	2.06	149
Religious Organizations	2,655	76	3%	124	5%	\$22,868	0.99	113
Hotels (except Casino Hotels) and Motels	2,439	55	2%	948	39%	\$34,301	1.26	955
Elementary and Secondary Schools	2,224	736	49%	424	19%	\$39,514	1.14	269
Temporary Help Services	2,185	(292)	(12%)	(34)	(2%)	\$42,156	0.46	(147)
Insurance Agencies and Brokerages	2,065	(230)	(10%)	(98)	(5%)	\$85,392	1.03	(251)

Source: Lightcast, 2022.3

Standard Occupational Classification (SOC) Data

The top occupations at the 2-digit Standard Occupational Classification in the NoRTEC region include Office and Administrative Support Occupations (28,912 jobs); Sales and Related Occupations (22,872 jobs); Food Preparation and Serving Related Occupations (20,432 jobs); Healthcare Support Occupations (19,118 jobs); and Educational Instructional and Library Occupations (18,160 jobs). These occupations remain the top occupations as they were in 2020 (with minor changes in ranking by employment).

Occupations with the largest number of annual openings include Food Preparation and Serving Related Occupations (4,002 openings); Sales and Related Occupations (3,473 openings); Office and Administrative Support Occupations (3,312 openings); and Healthcare Support Occupations (2,867 openings). These also were the occupations with the largest number of annual openings in 2020, but the number of openings is lower than the year prior. This can largely be contributed to the pandemic recovery.

Average hourly wages range from \$16.28 for Food Preparation and Serving Related Occupations (a \$1.66 increase from 2020) to \$53.59 for Healthcare Practitioners and Technical (a \$5.26 increase from 2020's



top paying occupation, Management). While earnings for top occupations in the region have slightly increased, the rising costs post-pandemic, accompanied by rising gas prices, further impacted the economic livelihood of workers in the region.

Description	2021 Jobs	% Job Change (2021-2026)	Avg, Annual Openings	Avg. Hourly Earnings
Office and Administrative Support	28,912	(<1%)	3,312	\$21.20
Sales and Related	22,872	2%	3,473	\$19.65
Food Preparation and Serving Related	20,432	7%	4,002	\$16.28
Healthcare Support	19,118	11%	2,867	\$16.57
Educational Instruction and Library	18,160	(<1%)	1,738	\$33.29
Transportation and Material Moving	17,212	7%	2,496	\$20.30
Healthcare Practitioners and Technical	15,744	5%	1,082	\$53.59
Management	14,819	6%	1,442	\$47.87
Construction and Extraction	11,814	10%	1,462	\$28.53
Business and Financial Operations	10,406	6%	1,030	\$34.71
Installation, Maintenance, and Repair	9,858	7%	1,123	\$26.45
Production	9,138	6%	1,162	\$21.80
Building and Grounds Cleaning and Maintenance	8,452	8%	1,284	\$17.60
Protective Service	7,252	3%	867	\$31.77
Community and Social Service	7,074	6%	823	\$26.91
Farming, Fishing, and Forestry	6,667	4%	1,147	\$17.59
Personal Care and Service	5,529	10%	987	\$17.22
Life, Physical, and Social Science	4,491	2%	500	\$31.67
Computer and Mathematical	2,873	4%	238	\$41.77
Architecture and Engineering	2,630	4%	233	\$44.41
Arts, Design, Entertainment, Sports, and Media	2,356	8%	292	\$30.76
Legal	1,143	2%	89	\$44.26
Military-only	576	(1%)	65	\$20.20

Source: Lightcast 2022.3

Looking more closely at the occupational data, the top 20 occupations in the NoRTEC region at the 5-digit SOC-level⁴ is listed in the table below. The top occupations include Home Health and Personal Care Aides (12,450 jobs); Cashiers (8,234 jobs); Fast Food and Counter Workers (5,896 jobs); Retail Salespersons (5,836 jobs); and Registered Nurses (5,410 jobs). The only top occupation that saw an increase in jobs from the year prior (2020) was Cashiers (+138 jobs). Fast Food and Counter Workers experienced the greatest drop in jobs among the top occupations (-1,482 jobs).

Only seven occupations in the table below require some level of post-secondary education, up from six the year prior. These include Registered Nurses; General and Operations Managers; Postsecondary

⁴ Standard Occupational Classification (SOC) codes are used by federal agencies to classify workers into occupational categories. The SOC system uses hyphenated codes to divide occupations into four levels: major groups, minor groups, broad occupations, and detailed occupations. The larger the SOC code, the more specific the occupation. For example, 29-0000 Healthcare Practitioners & Technical Occupations is at the 2-digit SOC. 29-1021 Dentists, General is at the 5-digit SOC (more specific). Source: <https://www.bls.gov/soc/>



Teachers; Elementary School Teachers, Except Special Education; Bookkeeping, Accounting, and Auditing Clerks; Teaching Assistants, Except Postsecondary; and Heavy and Tractor Trailer Truck Drivers.

Description	2021 Jobs	% Job Change (2021-2026)	Avg. Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Home Health and Personal Care Aides	12,450	15%	\$14.89	High school diploma or equivalent	Short-term on-the-job training
Cashiers	8,234	(2%)	\$15.24	No formal educational credential	Short-term on-the-job training
Fast Food and Counter Workers	5,896	10%	\$14.92	No formal educational credential	Short-term on-the-job training
Retail Salespersons	5,836	6%	\$16.70	No formal educational credential	Short-term on-the-job training
Registered Nurses	5,410	6%	\$53.34	Bachelor's degree	None
Office Clerks, General	4,473	1%	\$19.09	High school diploma or equivalent	Short-term on-the-job training
General and Operations Managers	4,007	10%	\$48.77	Bachelor's degree	None
Postsecondary Teachers	3,526	(3%)	\$48.82	Doctoral or professional degree	None
Stockers and Order Fillers	3,452	6%	\$16.67	High school diploma or equivalent	Short-term on-the-job training
Elementary School Teachers, Except Special Education	3,367	(3%)	\$38.51	Bachelor's degree	None
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,212	4%	\$16.88	No formal educational credential	Short-term on-the-job training
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	3,135	5%	\$14.78	No formal educational credential	Short-term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	2,980	8%	\$17.02	No formal educational credential	Short-term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	2,959	<1%	\$22.52	Some college, no degree	Moderate-term on-the-job training



Description	2021 Jobs	% Job Change (2021-2026)	Avg. Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,906	(2%)	\$20.84	High school diploma or equivalent	Short-term on-the-job training
Waiters and Waitresses	2,810	1%	\$16.97	No formal educational credential	Short-term on-the-job training
Teaching Assistants, Except Postsecondary	2,759	(1%)	\$17.62	Some college, no degree	None
Maintenance and Repair Workers, General	2,608	7%	\$22.30	High school diploma or equivalent	Moderate-term on-the-job training
Heavy and Tractor-Trailer Truck Drivers	2,565	6%	\$23.19	Postsecondary nondegree award	Short-term on-the-job training
First-Line Supervisors of Office and Administrative Support Workers	2,365	1%	\$28.73	High school diploma or equivalent	None

Source: Lightcast 2022.3

Regional Indicators

NoRTEC worked to establish metrics for Regional Indicator A under the Regional Plan Implementation Framework. Indicator A encourages regions to look at supply and demand in key regional sectors and occupations. It requires workforce boards to understand employer demands such as skills, competencies, and the number of positions available in associated jobs. A goal of this indicator is to establish benchmarks around placement into these jobs and work with supply-side partners to understand the demands and adjust training services and recruitment as necessary.

NoRTEC uses quantitative data from CalJOBS and qualitative data from stakeholder meetings to understand, respond to, and communicate industry needs to supply-side partners. To align with the Regional Plan, Business Service Representatives (BSRs) meet with NoRTEC staff monthly to discuss a variety of issues, including monthly review of occupational reports (job openings), changes in workforce, and current business challenges. They also meet to strategize and share information on outreach methods to business within identified priority sectors. BSRs are now being asked to include industry NAICS codes with each employer contact record they are entering into CalJOBS to ensure they are gathering information and analyzing employer needs, which will better enable the region's AJCCs to connect potential workers with these employers. The goal is to use this data to develop performance metrics to: 1) Assist in measuring success with RPI funding (now and in the future); and 2) Measure success of the business services programs operated through NoRTEC's network of AJCCs.

The Industry Sector Partnerships in the area have been developed and maintained through the assistance of local entities that regularly meet with NoRTEC and attend sessions with NoRTEC staff to share best practices and brainstorm new ideas. Outside trainers are also utilized to ensure that the



collaboration necessary for a successful partnership continues. NoRTEC has established the role of regional Industry Sector Partnership coordinator to ensure sustainability and underscore the importance of connection between the AJCCs and industry leaders.

A 2022 example of collaborative efforts to meet the needs of local employers was work done by the Rural Healthcare Collaborative that focused on addressing demand from local medical entities (hospitals, clinics, and doctor's offices) for trained employees (CNAs, Medical Assistants, LVNs, and RNs). Local training entities in the area (in this case, community colleges), in collaboration with AJCCs and employers, were able to create or increase local classroom training opportunities by developing new training programs or increasing capacity of training programs already in existence. AJCC staff helped with recruitment of, and financial assistance to, workers who were interested in careers in the healthcare field in our rural areas (using ITAs and the development of OJT contracts). In addition, to help encourage relocation of already skilled medical personnel to our region, local AJCCs are modifying their websites to include information on jobs outside of the medical field, which raises awareness of opportunities for spouses and partners and gives families one place to peruse job openings.

The first outcome under Indicator A in the Regional Plan Implementation Framework is described as developing measurements to track improvements in the number of individuals placed in jobs that align with priority sectors. As mentioned, in an effort to establish a process to measure this outcome, NoRTEC mandated AJCC staff to track the NAICS code of an employer they work with in the CalJOBS system. In addition, a new CalJOBS code was created specifically to track referrals from BSRs to an Industry Sector Partnership. Reports are pulled monthly and employer services are separated by priority sectors according to their NAICS code. At monthly BSR meetings, staff are provided with data on services provided to priority sectors including the number of On-The-Job trainings and recruitment. Reports from the virtual job fair platform, Premier Virtual, are also pulled that identify priority sector employers and jobs filled through the job fair events. Lastly, enrollments in specific training are pulled to identify the types of enrollments clients are entered into that helped to fill critical and hard to fill position. For example, CNA enrollments for the Rural Healthcare Industry Sector Partnerships.

The Regional Plan Implementation process will focus capacity building of workforce staff to accomplish the Regional Plan and State objectives. The capacity building activities that will be accomplished consists of trainings with AJCC staff. These trainings will include the following topics: leveraging Labor Market Information, Next Gen Model of Industry Sector Partnership, Priority Industry Sectors, Digital Tools, Employer Resources, Recruitment and Outreach and Indicators of Success. These trainings will work to develop a uniform approach to business services throughout the region. The activities within this workplan will further the objectives of the State laid out in the Unified Strategic Workforce Development Plan, by preparing staff to target priority sector industries and assist job seekers in attaining quality jobs.

BSR's are essential in meeting with employers within our region and identifying quality jobs for job seekers. Training BSR's in labor market data, targeting priority sectors, identifying skills gaps and quality jobs is important for finding job seekers that come in to our centers good jobs. Enhancing the work that BSR's do with employers is an important first step for the success of job seekers. Currently, BSR's meet with local employers and there is a need to have a consistent approach to business services that takes into consideration the sectors of employers they outreach to and the types of occupations they work to



recruit for. Capacity building for BSR's is essential in meeting the objectives of the State as well as Regional efforts.

Regional Indicator Impacts on Service Delivery System

The anticipated impacts for establishing these metrics resulted in the ability to better inform our supply side partners of the quality of training programs job seekers are receiving according to industry leaders. Feedback loops are an essential part of understanding industry needs and articulating them to supply side partners. This process improves training and lessens skills gaps in order for job seekers to be better equipped to fill quality jobs within priority sectors. In sum, the metrics that were developed and agreed upon work to focus assessment on a comprehensive process that starts with industry and works to improve participant outcomes in obtaining high quality jobs.

Because of this process, NoRTEC has improved collaboration with regional business engagement entities such as the Community Colleges North Far North Business Engagement specialists, local economic development entities, and industry associations such as the Valley Contractors Exchange.

Fostering Demand-Driven Skills Attainment

Employer engagement and feedback are key to understanding local demand and needs. The private sector has responded by providing strong leadership and engagement with the NoRTEC Workforce Development Board and through established Industry Sector Partnerships. Business leaders have been at the forefront of identifying and addressing workforce needs and advocating for improvements to and support of the system. Additionally, government leaders are engaged in the workforce development system, actively participating on boards, providing feedback on data, plans, and policies, and aligning their priorities with identified workforce needs.

Regional Sector Pathways

In-demand Industry Sectors

Over the past several years, NoRTEC has worked with local employers to establish industry sector partnerships that provide input to the workforce system with respect to the needs of local employers. In addition to providing input on what types of skills and aptitudes employers are looking for in potential employees, the employer community is also informed about the need to provide "good jobs" that provide workers with the chance to earn a living wage and provide an opportunity for career advancement. Labor shortages during the pandemic have reinforced the ideas that employers not only have to pay more, but they must also be more flexible with scheduling, and whenever possible, offer benefits (e.g., health insurance, retirement plans). AJCC staff continue to reinforce the importance of these types of offerings as they work with local employers to fill positions and increase employee retention.

Through this process, NoRTEC has identified a significant need for up to date skill attainment to recruit for Critical/Hard to Fill positions among priority sectors. Articulating meaningful Career Pathways serves to increase the likelihood that if a jobseeker is not ready to find a high wage position, they are provided a roadmap that will lead to one. NoRTEC has a long established, "Business First Philosophy," that utilizes employer services to improve business stability, promote growth and assist in employment opportunities to job-seekers. As previously mentioned, Business Services Representatives (BSRs) are



essential in working with priority sector employers to identify quality jobs, core skills and job seekers to fill those positions.

NoRTEC's sector strategies serve as the foundation for a sector-based career pathway approach, which has been shown to be more successful than training programs that place adults and dislocated workers in one-off, short-term trainings and low-wage jobs. By focusing on priority sectors, NoRTEC is able to help historically underserved and unserved populations obtain living wage jobs in targeted sectors and occupations; engage employers and unions as partners in the effort; and create systemic change within the targeted sector's and occupation's labor market.

Based on employer engagement and quantitative labor market data (as identified previously), NoRTEC has identified the following eight in-demand industry sectors: Agriculture, Construction, Healthcare, Hospitality, Information Technology, Manufacturing, Professional Services, and Public Services.

Sector Initiatives

The workforce development activities in the 11-county NoRTEC region span a wide range of programs and service providers that address the workforce needs of employers and that focus on developing the skill, abilities, and credentials of the population, including those with barriers to employment. The region's workforce development system is known for employer-driven initiatives, particularly within targeted industry clusters.

Several priority industries are supported by **Next Generation Industry Sector Partnerships (Next Gen IPs)**, a sector strategy to coordinate and align workforce, education, economic development, and other public and community partners to support an industry. NoRTEC has supported the development, enhancement and expansion of Industry Sector Partnerships utilizing the Next Gen model. By addressing these business-driven priorities, Next Gen IPs not only support the overall competitiveness of an industry and regional economy and promote cross-sector collaboration, but also benefit workers, students, and the broader community by connecting people to career pathways. In turn, NoRTEC supports this model for these benefits along with the training and credential attainment, increased wages, talent recruitment, and increased career and industry awareness supported by Next Gen IPs. Partnerships also provide information on Critical and Hard to Fill positions on a regular basis. NoRTEC reviews the reports with partners and tries to integrate this data into the quarterly occupational reports for a continuous business feedback loop.

There are currently six Industry Sector Partnerships in the NoRTEC Region:

- 1. Manufacturing - Butte County Grow Manufacturing Initiative (GMI):** The Butte County Grow Manufacturing Initiative was created to address a lack of skilled labor in the North State – a major barrier to industry growth. GMI has grown in scope and projects, including advocacy and outreach to educators and students. In response to the pandemic and to alleviate barriers associated with field trips from the classroom, the Butte County GMI has a [YouTube Channel](#), with [Manufacturing Tours Playlist](#) for virtual facility tours. The partnership is housed at NoRTEC.
- 2. Manufacturing - Shasta County Grow Manufacturing Initiative (GMI):** Shasta GMI was designed to bring together Shasta County's manufacturing businesses to help them collaborate to be more effective and profitable. The primary purpose is to support manufacturers and promote economic



development through manufacturing in the Shasta County Region. With this forum, the members can exchange ideas, network, and support scholarship and STEM programs. This partnership is administered by the Shasta Economic Development Council.

- 3. IT/Digital Media and Manufacturing - Nevada County Tech Connection (NCTECH):** The Nevada County Economic Resource Council serves as the primary convener for the partnership and is responsible for expanding and sustaining the partnership. The partnership supports and promotes the regional tech industries, small businesses, and entrepreneurs by supporting and connecting initiatives that develop, retain, and attract tech talent and businesses to Nevada County. The partnership has a “Manufacturing Task Force” that meets quarterly to survey changing needs and requirements of the business community.
- 4. Healthcare - Rural Healthcare Collaboratives:** There are two partnership efforts supporting the healthcare sector needs in the rural communities. Service providers AFWD and SMART are working together to support these partnerships. These partnerships promote and increase employer engagement throughout NoRTEC’s most rural counties. The collaboratives serve Modoc, Lassen, Plumas, Shasta, and Siskiyou Counties. Healthcare organizations serve the rural communities with limited resources and funding, and struggle with recruiting, training, and retaining talent. The collaboratives formed to support the unique needs of rural healthcare. COVID-19 created challenges and opportunities that demand healthcare professionals to work in new ways.
- 5. Tourism and Hospitality - Siskiyou Rural Tourism/Hospitality Partnership:** The latest partnership in the region is a new partnership with Siskiyou County forming to address the impact of COVID-19 to the tourism and hospitality sector while working to bring more tourism to the area. The Siskiyou Economic Development Council is the convener for the partnership and is responsible keeping the partnership on track and moving forward to accomplish the goals of the businesses in the partnership.
- 6. IT and Entrepreneurship - growTECH Partnership:** growTECH is an industry led partnership between tech and entrepreneur industry leaders and supporting community organizations. The mission and purpose are to grow, support, and connect the thriving tech and entrepreneurial hub in Chico and Northern California. The partnership is led by qualifying tech and entrepreneur businesses and facilitated by Chicostart as the convener. It is assisted by agencies that support these businesses, economic & workforce development groups, and educators like Butte College and CSUC.

Forestry and Natural Resources Sector

Because of climate change and related factors, wildfires throughout the region have been become more frequent and intense in recent years. In response, NoRTEC has been awarded several National Dislocated Workers Grants (NDWG) projects to create paid work experience for individuals to assist with recovery efforts for individuals and businesses impacted by the region’s megafires. Most recently these disasters include the McFarland, Dixie and North Complex Fires. The NDWG projects involve creating partnerships with regional forestry businesses and public agencies and also funds temporary employment opportunities for individuals who lost their jobs during COVID-19.



Forestry and Natural Resource Industry Sector leaders have long indicated a lack of appropriately trained or licensed supporting workforce as an impediment to ongoing forest management and conservation efforts. NoRTEC has focused on providing updated labor market information for forestry and natural resource occupations across a wide range of pay and educational requirements. Examples of occupations include fire engineers, forestry technicians, utility workers, firefighters, ecological restoration workers, and equipment operators.

Problems filling these positions are complex and include remote work sites, lack of housing and transportation and dangerous working conditions. Marginalized populations including low-income communities, justice involved individuals, and those experiencing homelessness are often placed in positions of front-line workers that perform vegetation management, disaster relief during fire events, and recovery after a fire event. These positions usually are lower paying and do not require formal training. NoRTEC is committed to ensuring NDWG projects and other regional wildfire-related projects expose individuals to not only the entry level clean-up positions but also occupations and training that include access to a viable career pathway within the forester and natural resources sectors.

NoRTEC is working in coordination with regional partners that have been awarded funding to address workforce needs such as the Good Jobs Challenge Forestry and Fire-Safety Jobs Training project. This 4-year program is being administered by the Foundation for Community Colleges, CSU, Chico Center for Economic Development and Sierra Business Council with the goal of training and placing workers into high-quality jobs in the forestry sector. In addition, NoRTEC is participating in the Community Economic Resilience Fund (CERF) planning process in coordination with California State University Chico Center for Economic Development and the Sierra Institute for Community and Environment which will focus on providing employment with new pathways and opportunities within this sector specifically for underserved or unserved communities.

In addition, NoRTEC has an established partnership with [Black Fox Timber Management Group Inc.](#) This program offers comprehensive classroom and field experience which gives improves student placement in this growing industry. The program has an incredibly high job placement record upon successful completion of the training and has recently been expanded to include a Second Chance Program to train justice involved individuals as forestry technicians.

Communication Strategies

Workforce development and educational institutions have collaborated with the region's employers for more than a decade to develop new programs in direct response to employer needs. Direct involvement with employers also helps to validate labor market information that is obtained from secondary sources, creating a more well-rounded picture of the local economy and labor market. The private sector has responded by providing strong leadership and engagement with the NoRTEC Workforce Development Board. Business leaders have been at the forefront of identifying and addressing workforce needs and advocating for improvements to and support of the system.

Labor market information, provided and updated by NoRTEC, is utilized in each of the counties to assist staff and partners in developing specific pathways that exist in local industries. The job market differs greatly across the rural versus populated and diverse topographical areas within the region. In many counties, AJCC staff sit on Regional Occupation Program and Community College Advisory Committees, which are a source for both training need and local employment information. Labor market information



is incorporated into all Multidisciplinary team meetings, forums, and pre-employment workshops for clients. Career pathways are explained to partners and participants in ways that encourage understanding of training and supportive service needs required to achieve sustainable employment outcomes.

For the past four years, NoRTEC has created and updated quarterly occupational outlook reports within the region's target industries to share common information among partners and customers about the in-demand occupations and career pathways that exist within the region. Most recently these reports were completed in October 2022 for the following sectors:

- [Agriculture](#)
- [Construction](#)
- [Healthcare](#)
- [Hospitality](#)
- [Information Technology](#)
- [Manufacturing](#)
- [Professional Services](#)
- [Public Services](#)

NoRTEC also understands that initiatives are necessary for those industries or businesses specifically that have been most impacted by the COVID-19 pandemic and recent natural disasters. As part of the most recent occupational outlook update, a [report on COVID-19 effects](#) was also completed. This provides a baseline of information from which to build to continue to support businesses in their recovery and growth.

Enabling Upward Mobility

Quality Jobs

NoRTEC continues to work to identify the needs of local employers and improve the resulting services. In goals and strategies laid out in the NoRTEC Strategic Plan, the WDB's first goal is to "Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses." Strategies related to this goal are focused on creating more and better relationships with local businesses as a means of hearing directly from industry about their needs and creating coordinated responses. As previously mentioned, outreach is facilitated through existing Industry Sector Partnerships and focused outreach.

NoRTEC has a long established "Business First Philosophy" (BFP). The BFP provides a pathway to strengthen community economic health. Providing business services to local businesses on their individual and specific needs improves stability and promotes growth, which results in increased job opportunities. NoRTEC and its partners serve all employers in the region and value employers who provide economic security through family-sustaining wages and comprehensive benefits.

Each local area includes a Business Services team and several AJCC Centers are equipped with a Business Resource Center for use by the business community. Working in partnership with education, economic development, and industry association partners, the Business Services team provides the following business services to employers:



- Business Start-Up Assistance/Services: Job postings, referrals, customized recruitment, interview facilities, information on personnel policies, employee benefits, business loans, tax incentives, training, marketing, labor law information, workers compensation information, business start-up checklist, access to Business Resource Center.
- Business Expansion Assistance/Services: Job postings, referrals, customized recruitment, interview facilities, information on personnel policies, employee benefits, business loans, tax incentives, training, marketing, labor law information, workers compensation information, e-commerce, internships, OJT, access to Business Resource Center.
- Business Retention Assistance/Services: Services listed above under Business Expansion assistance plus employer workshops (topics tailored to the needs of local business), business networking, referrals to lending sources, referrals to partner agencies.
- Business Information Exchange: Sharing of information through networking, workshops, one-on-one customized training, on-site business visits, resource libraries, internet-based training, labor market information, newsletters, employer forums/roundtables, job fairs.
- Human Resource Support/Services: Consultation/assistance with personnel policies and employee handbooks, development and review of job descriptions, annually updated information on labor law changes and how to obtain legal assistance, consultation/assistance with interviewing, hiring and termination of workers, customized recruitments, hiring/termination forms, and checklists.
- Employee Recruitment Assistance/Services: Job Postings, customized recruitment, ad creation and media placement, job descriptions, interview questions, prescreening, interviewing, new hire orientation development, job fairs.
- Employee Training Services: Skill upgrades, internships, classroom training, internet-based training, OJT, customized training.
- Layoff Assistance: “Rapid response” orientations of available services to laid-off employees, assistance for employers with required documentation for termination, layoff letters, and separation forms, information on federal and state regulations with respect to terminating employees.
- Public Policy Information: Helping businesses stay up to date with regulatory changes (via e-mail, newsletters, and through discussion with Business Service Representatives, annual reports to local business service organizations and County Board of Supervisors, workshops (topics tailored to local business needs).

Services offered to the business free of charge (e.g., job postings, recruitment, and screening of potential employees--Employee Recruitment Assistance/Services category) are internally referred to as gateway activities. These types of activities provide a needed service and assist in developing relationships between the employers and AJCC Business Service Representatives (BSR). These relationships often open opportunities to help with current or future employee training, human resource support, and business expansion or retention assistance. Most of the initial contact between the employer and BSRs takes place at the employer’s place of business, as bringing the services to the employer has been more successful than advertising available services in print or electronic media and waiting for the employer to call or come into the AJCC. In response to COVID-19 these meetings are occurring virtually with great success.



Each of the priority sectors that were identified by the NoRTEC WDB have opportunities for individuals at various levels of education and experience. Wages in the NoRTEC region tend to be lower than neighboring regions, and the WDB acknowledges that some of the occupations within its priority sectors may not meet the State Board's definition of good jobs. However, because of this, the WDB is focusing heavily on a career pathways approach within regional sectors to ensure that upward mobility is available and that even if an individual's first step on a career pathway is not one that immediately provides economic security and benefits there is a pathway to a quality job.

NoRTEC and its partners serve all employers in the region and value employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. The region identified in-demand industry sectors that offer career pathways for economic security.

NoRTEC does not currently have a formal policy related to job quality. However, the region has several initiatives supporting employers with quality jobs primarily through its Industry Sector Partnerships. Through the use of Occupational Outlooks, NoRTEC is able to demonstrate sectors with the most employment potential, and able to focus its resources on sectors and occupations that pay family-sustaining wages and have career growth potential. NoRTEC's workforce system, including staff, board members, and partner organizations, have been holding discussions regarding a jobs quality statement or policy. Conversations are ongoing at NoRTEC WDB meetings about how to define job quality to include such standards as:

- A living wage sufficient to support a decent standard of living.
- Basic benefits that increase economic security among workers.
- Career-building opportunities that help employees develop the skills necessary to launch a career or advance along a career path.
- A fair and engaging workplace that balances the priorities and well-being of employees with the needs of the business.

The region has created an Equity and Access Working group to continue conversations and develop corresponding policies and initiatives while working toward systemic change. NoRTEC also forwards Dun & Bradstreet data to all our BSRs across the region, which highlights minority owned and female owned businesses so BSRs can work to better serve and support them. Additionally, the WDB is making a concentrated effort to diversify the composition of the WDB membership, so it is representative of the region's population.

NoRTEC is actively involved in the region's six industry partnerships which are connected to technology, manufacturing, and healthcare which feature strong pathways to quality jobs with benefits leading to economic security. With the partnerships, NoRTEC supports subcommittees focused on Recruitment and Retention supporting discussions with case studies, bringing in consultants, sharing employee voice. Based on these conversations, employers are understanding employee needs and considering comprehensive benefits to support employees such as through wages, flexible schedules, good working conditions, and investment in skill development. Additionally, NoRTEC, partners, and employers are continually trying to expose job seekers to opportunities, show career possibilities, provide education and training supports for advancement, sharing labor marketing information, and explaining pathways to family-sustaining careers.



Target Populations and Service Strategies

NoRTEC's goal is to ensure that, when any individual walks in the door of an AJCC, it is clear to those in need that they have entered a place where they may truly succeed in their search for the right employee, the right employer, the right career, as well as any temporary financial assistance they may need. NoRTEC strives to make sure that all individuals benefit from the partnerships described above that have been established by maintaining strong communication and referral channels.

NoRTEC and its partners work together closely on targeted service strategies in the region. Specific examples include the work with the region's industry sector partnerships. As previously discussed, the partnerships pull together support from various partners representing industry, economic development, education and training, and community partners. NoRTEC shares information including data such as the Dun & Bradstreet and [Lightcast](#) (previously EMSI) information to develop regional and county labor market profiles and occupational outlooks. NoRTEC recently update the priority sector Occupational Outlooks to better reflect educational requirements and top skills and certifications required for hard to fill positions.

Regular business surveys are also conducted to understand business needs. Additionally, the partnerships provide quarterly reports on Critical and Hard to Fill jobs within the critical sectors. NoRTEC serves as the central repository for labor market information and shares it regularly with partners and businesses and works to close the feedback loop. The labor market data informs discussions about labor needs and opportunities, and coordinate outreach to targeted populations.

NoRTEC and its partners meet quarterly to discuss regional needs and develop targeted service strategies. Partners and providers are offering specialized programs for minorities, women, non-English speakers, and other target populations. Regular partner check-ins with regional partners, such as California Human Development, are being created to ensure ongoing coordination with front-line staff. Additionally, NoRTEC continues to update the asset map information that is available on the website to broadly share the resources available across the region. NoRTEC and its partner websites are available in various languages and the AJCC and services are ADA compatible. Local partner meetings are held each week to discuss partner activities and to ensure nonduplication of services. The partners provide valuable input on workforce preparation issues and needs. Successful AJCC's recognize the value of partnerships with other service agencies, job seekers, employers and the community served.

All NoRTEC Service Providers have established partnerships throughout the service area. Partnerships with EDD, Department of Health and Human Services, Office of Education (ROP), Adult Education/Literacy, Butte Community College, Shasta Community College, Lassen Community College, Feather River Community College, Sierra College, College of the Redwoods, Experience Works, local economic development entities, and other community-based organizations, provide valuable services to the individuals accessing services at the AJCC's.

NoRTEC and its regional partners work together to identify shared target populations and develop targeted service strategies for a variety of needs. In addition to the core partners, the North State is reliant on a robust and critical system of community-based organizations (CBO's) to reach and work with groups that have some of the most significant barriers to employment.



The most common partnerships with CBO's focus on additional wrap-around supports for vulnerable populations in order to enhance their accessibility to the workforce system and ensure their inclusion in the workforce. CBO partners are an integral part of the pipeline to direct clients into regional sector pathways, either by directly providing training for in-demand occupations themselves, exposing youth clients to careers in demand sectors, or providing wrap-around services to reduce barriers to employment. NoRTEC's local plan for further detail on the roles of partner organizations.

CBOs participate in program development, outreach, and specialized supportive services, in coordination with one-stop partner groups across the region. By working with these community-embedded organizations and ensuring appropriate referral and co-enrollment, the workforce system is better able to assist individuals with accessing regional sector pathways and connecting them with needed supportive services and resources to ensure that they will remain in relevant programs as they work their way through career pathways. Support services are a key ingredient to successful career pathways to help ensure that individuals can stay engaged and mitigate the outside challenges that keep them from succeeding at work or school. It is important to promote a system of services, rather than individual programs, to individuals entering regional sectors and career pathways.

Recent efforts around a shared target population have been focused on justice involved individuals which are being served through the region's Prison2Employment (P2E) program. Based on research, stakeholder input and the challenges specific to the NoRTEC area, the following is a list of supports the P2E program provides to ensure success for this population: supportive services to address multiple barriers to employment; career counseling and job readiness training; work-based learning and receptive employers; occupational skills training; and a supportive community. P2E builds on existing partnerships with law enforcement entities (county probation), AJCC operator and staff, employers, health organizations, and community-based organizations that provide mental health and support services. P2E provides justice involved individuals with career counseling and guidance; labor market information; an assessment of job readiness, occupational, and basic skills; employment plan development; job placement assistance; and supportive services. Some individuals participate in occupational skills training, but a majority participate in "earn and learn" activities (OJT, Internship, Transitional Job) to provide them an income while they receive training.

In the delivery of its programs, NoRTEC's Equal Opportunity and Nondiscrimination Policy states no one shall be excluded from participation, denied benefits, subjected to discrimination, or denied gainful employment because of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity. NoRTEC and all Service Providers provide services to the broadest populations possible utilizing the universal access approach outlined in WIOA.

NoRTEC and its providers work with employers and training providers throughout the region to ensure historically unserved and underserved communities are reached. NoRTEC is actively promoting equity and equal access to workforce system services. As detailed in the local plan, diversity and inclusion trainings as well as strategies for serving specific communities has been an ongoing topic for professional development. NoRTEC is in the process of developing an equity statement to capture the WDB's commitment to ensuring equal opportunity for historically underserved communities.



The region's sector partnerships are making concentrated efforts to serve diverse populations and increasing outreach efforts to targeted populations that are under-represented in specific industries such as women and minorities. NoRTEC and its partners are committed to ensuring that all individuals, including individuals with barriers to employment, have access to opportunities in regional priority sectors and career pathways. To ensure all populations are served by career pathways, NoRTEC will continue to:

- Engage WIOA title II adult education providers to ensure English Language Acquisition and Basic Skills students have entry points to the pathway.
- Build entry points for WIOA Title I adults, especially priority of service populations.
- Build entry points for WIOA Title I youth, particularly out-of-school youth populations who need reattachment to education and training.
- Engage WIOA Title IV vocational rehabilitation providers so individuals with disabilities are well served in pathways to integrated competitive employment.
- Continually discuss aligning programs or building new programs that can connect to form a longer, more robust pathway.
- Allocate resources to support individuals in career pathway programs (e.g., cohort training funds, support services).
- Build staff capacity to offer critical workforce development services under the new WIOA definitions: career services, training services.

The development of career pathways within the region's priority sectors is one of the WDB's goals articulated in its strategic plan. Staff at regional AJCCs will refer any jobseeker who is basic skills deficient to a training provider as the first step on a career pathway. By utilizing career pathways as a mode of planning and communication, these individuals will begin this training with a job in mind. Likewise, NoRTEC will work with adult education, English as a second language, and other basic skills training providers to reach and connect underserved students with employment opportunities upon their completion of training. Partners will also work together to promote work-based learning opportunities to provide these students with work experiences that will help them move into employment and into career paths.

NoRTEC is supporting its providers by investing in staff training. As described in the local plan, staff across the region are completing trainings related to equity, inclusion, and trauma, and sharing the strategies and practices with other team members. Although the region does not have a formal policy related to equity, the region has a workgroup discussing racial inequity. In addition to increased training, coordinated activities and efforts, the work group is exploring the need to recommend a formal policy.

Equity and Economic Justice

NoRTEC defines workforce equity as, *“the unbiased, impartial inclusion of individuals in the workforce regardless of gender, race, or ethnicity so that all individuals have equitable access to high quality jobs that provide safe and healthy working environments with opportunity for growth.”* Equity requires building economic opportunity and mobility for those who have been marginalized, disadvantaged,



and/or denied opportunity. By living up to this definition, NoRTEC will ensure equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other service strategies by:

- Promoting opportunities, events, and information-sharing in diverse languages with content that resonates directly with the population
- Engage community- and faith-based partners who may have a trusted relationship with these individuals to serve as “Community Workforce Representatives”
- Encourage employers to lead DEI initiatives and provide support as needed
- Continually evaluate outcomes and make improvements to how services are delivered

The economic recovery of the region is an opportunity to rebuild better by centering our work on equity and broadening measures of success, including redefining job quality. As NoRTEC looks ahead, it will be more important than ever to ensure decision makers consider the specific needs and challenges of disadvantaged and low-income communities in future policies and programs.

The NoRTEC Equity and Access Working Group was formed in 2021 to center on equity by focusing on underserved or unserved individuals and those disproportionately impacted by the current economic recession and ongoing natural disasters. AJCC Job Center staff representing different programs and communities across 11 counties participate in the meetings to review general practices used in the case management process to ensure equity and continue discussions around how to better serve clients with barriers more effectively.

In order to get a better understanding of diverse client needs, NoRTEC implemented a phone survey in 2022 to get feedback on how to improve serving all customers. In addition, new partnerships have been formed with regional organizations that serve underserved or unserved populations in our region. Examples of these partnerships include Hispanic Chamber of Commerce, California Human Development, Hmong Community Centers, California State University Chico Office of Equity, Diversity and Inclusion, Tribal TANF offices and LGBTQ+ community organizations. Due to frequent staff turn-over and new funding initiatives the Equity group recommended ongoing front-line staff coordination meetings with key partners such as California Human Development.

In 2022 NoRTEC presented at the California Workforce Association *Meeting of the Minds* conference a panel discussion of “Equitable Practices from AJCC to the Board Level in a Rural Region.” Presenters included NoRTEC staff, the One Stop Operator, a NoRTEC Workforce Development Board member and an AJCC Manager of Training and Development. Information was shared on how equity is being addressed in a multi-county rural region including how to use data to track success and target outreach efforts.

Aligning, Coordinating, & Integrating Programs & Services

Regional Service Strategies

NoRTEC regional services strategies mirror those cooperative/collaborative initiatives described in the local plan. NoRTEC’s mission is to bring together workforce development, educational, economic development and other employment services in a seamless customer-focused delivery network that



enhances access to program services and improves long-term employment outcomes. The AJCC partners, are committed to administering our independently funded programs as a set of integrated streamlined services to job seekers and employers, by:

- Helping businesses find skilled workers and access other support services, including education and training, for their current workforce
- Providing an array of employment and business services and connecting customers to work-related training and education
- Continuing to align investments in workforce, education, and economic development to regional in-demand jobs
- Reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to get good jobs and stay employed
- Continuing to plan, coordinate, and provide services in an integrated manner to maximize the utilization of resources and assure there will be no "wrong door" for customers seeking services from the system
- Measuring customer satisfaction and continuously improving services based upon customer feedback
- Designing and continuously improving a system that reflects statewide/regional economic development strategies and is responsive to industry sectors in the region.

In addition to the MOU partners providing the numerous programs, NoRTEC understands that there are many other community agencies and organizations in the 11-county area that are providing valuable services to related to workforce development or that support workforce customers. NoRTEC maintains close working relationships with other non-core partners to ensure a strong network of resources and referrals is available to all customers, providing the best access possible to employment, training, education, and supportive services. NoRTEC has regular meetings with many of these partners for the purposes of developing a comprehensive workforce system that enhances access to the program services with the goal of administering separately funded programs as a set of integrated streamlined services to customers.

To truly promote a comprehensive system approach, the WDB sees that each of these community organizations has a valuable role to play in the workforce system. NoRTEC continues to update the Workforce Asset Service Directory to catalog the organizations that may be appropriate or beneficial for collaboration and alignment.

Information and data sharing are a key part of the regional partner MOU. AJCC partners have committed to principles of common reporting and sharing information through electronic dissemination and shared technology. Partners share data to the greatest extent allowable under governing legislation and confidentiality requirements. To aid in sharing, partners work together to develop enhancements to current technology to improve common interfaces. Partners ensure that shared data is used only for its strictly intended purpose, as increased data sharing must be done with the highest level of confidence that security is maintained.

Regional Administrative Cost Arrangements

As the NoRTEC North State Regional Planning Unit is made up of one local area, administrative costs and strategies are the same as described in the local plan. NoRTEC and the AJCC MOU partners developed a



consolidated system-wide budget for the network of comprehensive AJCCs. NoRTEC is the WIOA Title I grant recipient and administrative entity representing the Local Workforce Development Area comprised of a consortium of eleven counties: Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity. NoRTEC procures AJCC Operators and Career Services providers in a competitive process. The current AJCC Operators and Career Services Providers for the region are:

- Job Training Center in Tehama County
- SMART Workforce Development Center in Del Norte, Shasta, Siskiyou, and Trinity Counties
- Alliance for Workforce Development in Butte, Lassen, Modoc, Nevada, Plumas, and Sierra Counties



Appendices

A. Stakeholder & Community Engagement Summary

Partners were personally invited to input sessions through regularly scheduled partner meetings, social media, eBlasts, email and phone calls. Invitees included those required by EDD Directive as well as additional community partners with interests in workforce development. In addition to individual outreach; notices of the public meetings were posted on the NoRTEC website.

Date	Mode of Outreach	Target of Outreach	Summary of Participation and Comments
November 8, 2022 <i>and</i> November 9, 2022	Virtual, Teleconference and In Person Public Notice <i>and</i> Public Presentation	Public Input Listening Session for Regional Community Stakeholders in the 11-county region	Public Notice posted on NoRTEC website and publicized via social media and eBlasts. In addition, an email notification was widely disseminated to local area stakeholders, including NoRTEC MOU partners, community-based organizations, NoRTEC service providers, Industry Sector Partnerships and education. Special care was taken to ensure that organizations representing historically disadvantaged populations. The input sessions included a presentation on the regional economic landscape, an overview of the workforce development system, current state and regional goals and priorities, and offered questions designed to solicit input from the attendees on how to improve services to job seeker and business communities. Opportunities for public comment throughout the process were also explained.
October 26, 2022	Teleconference and Emails	Cal FRESH Partners	Del Norte, Siskiyou and Butte County CalFRESH partners confirmed there were no changes to the partnership description in the 2021-2024 Local Plan.
October 26, 2022	Teleconference and Emails	Child Support Partners	Del Norte and Nevada County Child Support Partners confirmed there were no changes to the previous descriptions of the NoRTEC partnership described in the 2021-2024 Local Plan. Due to staff changes, Del Norte Child Support Services requested a closer coordination and referral process with the local Service Provider, which has been established.



Date	Mode of Outreach	Target of Outreach	Summary of Participation and Comments
November 2 and 8, 2022	Teleconference, in person meetings and emails.	Partners providing services for ELL; Foreign-Born and Refugees	Mary Potts, Division Director of California Human Development (CHD) provided updated information on their services, which were incorporated into the Draft Local Plan.
October 26, 2024	Teleconference and emails	Competitive Integrated Employment Partners	Vivian Hernandez Obaldia, Regional Director of the Northern Sierra District (DOR) submitted updated information on services, which were incorporated into the Draft Plan.
	<i>NoRTEC Website</i>		<i>Ongoing information on the Regional and Local Plan update process and draft documents.</i>



B. Public Comments Received that Disagree with the Regional Plan



C. Signature Page

The Northern Rural Training and Employment Consortium (NoRTEC) Board approves this Regional WIOA Plan Modification for the period of July 1, 2023 through June 30, 2024 in accordance with the provisions of the WIOA.

Willy Hagge, NoRTEC Workforce Development Board Chair **Date**

Paul Roen, NoRTEC Governing Board Chair **Date**

Michael Cross, NoRTEC Executive Director **Date**